

SINGLE CORPORATE SERVICES

Digital

Job title:	OneEPR Business Change Analyst	<i>To be completed by HR</i> <i>Job Reference Number 2022/044</i>
Reporting to:	Project Office Manager	
Accountable to:	Head of Digital Transformation Programmes	
Pay Band:	6	

As part of the Single Corporate Service, this role provides a service across both Isle of Wight NHS Trust and Portsmouth Hospitals University NHS Trust.

The intention for the existing primary work locations to remain unchanged as there is no desire to change base locations unnecessarily. However, as the single corporate service will be delivered across both organisations, individuals may be required to undertake business travel from time to time. The staff mobility local agreement will apply.

For our leaders managing staff across multi-site locations, they will need to be visible and provide in person leadership. The arrangements and frequency will be agreed locally.

The OneEPR Program exists to implement a single integrated electronic patient record (EPR) designed to improve patient outcomes and the experience of delivering care for our colleagues.

The solution is the direct result of the combined vision and strategic goals of:

1. Isle of Wight NHS Trust (IWT)
2. Portsmouth Hospitals University NHS Trust (PHU)
3. Hampshire Hospitals NHS Foundation Trust (HHFT)
4. University Hospital Southampton Foundation Trust (UHS)

The Trusts will work together with their clinical and departmental experts alongside regional digital colleagues to procure and implement a joint EPR over the coming years .

The introduction of EPR will support us in transforming how we work every day, helping us to run our services with the information we need at our fingertips. It will also help us to deliver care in a different way, according to best practice, efficiently and consistently.

Our EPR will act as an enabler for a greatly improved integrated healthcare system, in which caregivers and patients have electronic access to more complete health records and are empowered to make better health decisions. The key objectives of the program are:

1. Enhance patient care by empowering clinicians, providing them with the right information at the right time and in the right place
2. Improved continuity of care for many of our patients who receive treatment at more than one Trust

3. Provide a 'single source of truth', making sharing information across pathways much simpler
4. Maximise efficient working and reduce errors when making decisions
5. Allow significantly greater clinical information-sharing with our partners in primary care, community care, mental health and ambulance
6. Enable integration of acute services across the four Trusts

Job purpose

The Business Change Analyst will be responsible and lead the delivery and provision of change activities and work plans for projects within the OneEPR programme. To support the Programme Manager in delivering successful transition of business change, programme benefits and outcomes into operational areas. The change management team will be instrumental in identifying and delivering benefits to ensure efficient and effective delivery of results and outcomes that contribute to achieving organisational objectives.

Job summary

- Analyse data collected to compile necessary reports and measure benefits affected by change.
- Stakeholder mapping and assess change readiness
- Deliver reports/updates at project meeting to provide governance and assurance to programme and project boards
- Empowering users to drive system optimisation and own the change through a culture of positive change
- Support and coach service leads and operational managers
- Communications & Engagement plan for each project
- Maintain benefits realisation plan and log
- Integrate change management activities into project plan
- Manage business change – improve existing processes and meet strategic objectives
- Identify and manage anticipated resistance
- Support stakeholders when clinical priorities conflict with project delivery
- Current state process mapping review and sign off
- Future state mapping and sign off
- Support with development of benefit management toolkit
- Setting up communications resources – workshops, presentations, visiting work places.
- Benefits identification and realisation within project
- Deliver Change Management awareness materials (videos, slide-decks, live presentations)
- Deputise for the Programme Manager where required.

Specific Core Functions

1. Lead the delivery and provision of change activities
2. Delivering successful transition of business change, programme benefits and outcomes
3. Efficient and effective delivery of results and outcomes to achieve organisational objectives

Key Responsibilities

Communication and Working Relationships

- This role will focus on the people side of change, including changes to business processes, systems and technology, job roles and organisation structures.
- To use highly developed motivational and coaching skills to work directly with operational and clinical teams to develop their knowledge and understanding of the change activities and clinical systems in order to facilitate effective adoption of the product.
- Highly effective communicator both orally and in writing using tact, diplomacy and sensitivity. With a proven ability to establish and maintain relationships, particularly in terms of gaining trust and co-operation around changes in processes and procedures. An important part of this role is to positively reflect and reinforce key messages regarding the potential benefits of projects and programmes throughout.
- Identifying resistance and weaknesses and help modify processes and approach so everyone succeeds in achieving strategic goals.
- Provide advice and guidance to senior stakeholders and the programme manager and make recommendations for process changes to operational areas and ensure user readiness.
- To work with the stakeholders, project managers and technical leads to establish project communication and engagement plans.
- To work with the stakeholders to understand what their needs are and support the capture and sharing of good practice, ideas and activities that increase impact.
- To organise and present workshops to large groups of staff, conduct focus groups and work with stakeholders on a 1-1 basis where appropriate, in a sensitive manner, which is appropriate to the audience and gather input from all levels of the organisation about impending changes.
- Ask for commitment, champions from staffing groups to promote the benefits of the proposed changes.
- Act as a focal point for communication and liaison on all matters relating to engagement, change and benefits management, with specific links to organisational development through corporate, primary care, service improvement, information governance, data quality teams, as well as service leads and operational management.
- Working closely and communicating with the Programme Manager and Senior Managers to keep them up to date with progress, issues and developments in change. To regular meet with project, programme and business leads to discuss the impact on operational areas and provide solutions, which enable the SRO to meet the programme aims and operational managers to maintain operational stability during the transition process.

Analytical and Judgement

- This role will be expected to analyse complex processes in the Trust to determine current and future states. There is a requirement to deal with multiple processes and agree a streamlined/standardised approach without compromising patient care.

- This role will be expected to solve or recommend solutions to complex processes with checkpoint reports being prepared for the programme manager as part of their highlight reports, to communicate process towards targets, identifying and analysing issues/risks, resistance to change, developing and proposing recommendations/contingencies for their successful management and resolution.
- Identify measure and mechanisms by which benefits can be delivered and monitored and advise project adaptations where benefits realisation is at risk.
- Quantify and report on cash releasing and non cash releasing benefits. Use own judgement to analyse and interpret highly complex situations on a range of options

Planning and organising

- This role will require full project management skills to ensure that the planning and organisation of change management activities form part of and are aligned with the overall Project Plan.
- It will require working to the agreed plan and ensuring that project target milestones and relevant deliverables are met on time. Contribute to the strategic planning of team projects, identifying interdependencies across projects, potential impacts on the wider organisation, resource requirements and building in contingency and adjustments as necessary.
- Ability to plan, prioritise and organise a broad range of complex activities, meeting and work packages, formulating and adjusting plans to reflect changing circumstances, resolve risks and issues and continue to meet team objectives.
- To facilitate and assist in the development and design of new working processes with subject matter experts and key stakeholders.
- It will be necessary to plan and organise meetings and presentations to ensure full communication and engagement with stakeholders and this is likely to be challenging when presented with tight delivery dates.

Physical Skills

- The post requires physical skills which are normally obtained through practice over a period of time or during practical training e.g. or keyboard skills

Patient Client Care

- Contact with patients will be incidental

Policy and Service Development

- This role will assist in the development and implementation of application policies, procedures, and standards. The postholder will be required to contribute to Trust Policies relating to Information Governance, Operational Policies Information Policies where service changes are anticipated. Assist the Clinical System Specialist Supervisor in the development of change management training and awareness materials as appropriate.
- Support with design, development and delivery of training and awareness materials as required.

Financial Management

- This role will be responsible for liaising with business teams and finance teams in order to validate financial aspects of projects – costs, savings and risk. It will build a financial case for improvement projects and participate in financial scoping of projects
- The role is primarily around managing benefits. The postholder will be responsible to map high level benefits to support business cases and working with the Clinical System Specialist Supervisor to ensure that programme benefits (monetisable and non-monetisable financial benefits and qualitative) are realised.
- The role will require writing, refining, updating programme benefits (both financial and qualitative) profiles and undertaking regular reviews with Programme Manager to assess the benefits and disadvantages arising in the course of the programme.
- Responsible for equipment other than for personal use and maintaining stock control.

Management/Leadership

- This role will be required to provide direct Line Management, training and development support to Band 5 Change Facilitators.
- Support the induction and training of new Change Team members and provide leadership to less experienced members of the team to develop knowledge and confidence in their role.
- Supervise, allocate work and direct others in a matrix management structure within their projects.
- Provide specialist training for staff from own or other disciplines on own subject area, when required.

Information Resources

- Be a confident and capable user of Microsoft packages to produce relevant reports.
- Handle large amounts of raw data and manipulate into simple formats to interpret findings.
- Good understanding of relevant Trust systems.
- Responsible for development of statistical reports.

Research and development

- This role will assist in the development and implementation of application policies, procedures, and standards. The postholder will be required to contribute to Trust Policies relating to Information Governance, Operational Policies Information Policies where service changes are anticipated. Assist the Programme Manager in the development of change management training and awareness materials as appropriate.
- Support with design, development and delivery of training and awareness materials as required.

Freedom to Act

- This role will be required to use own initiative and work independently with full accountability for own actions and the effects shown by others due to own actions. The role requires independence and well balanced decision-making.

- This is a position of influence in the organisation and it is important to be able to demonstrate the knowledge, skill and gravitas required to operate effectively at all levels.
- This role will be expected to interpret current policies and where necessary lead on adjustments, in order to implement required changes.

Physical effort

- A combination of sitting, standing, and walking with little requirement for physical effort. There may be a requirement to exert light physical effort for short periods.

Mental effort

- There is a frequent requirement for concentration where the work pattern is predictable with few competing demands for attention

Emotional Effort

- Exposure to distressing or emotional circumstances is rare, or occasional indirect exposure to distressing or emotional circumstances.

Working conditions

- Requirement to use Visual Display Unit equipment more or less continuously on most days.

Person Specification

Criteria	Essential	Desirable	<i>How criteria will be assessed</i>
Qualifications	<ul style="list-style-type: none"> • Degree level qualification or equivalent experience required. • Full understanding of operational administrative and clinical processes and procedures across relevant service areas gained from experience in a clinical or operational management role. 	<ul style="list-style-type: none"> • Change management certification or designation desired • Ideally from a clinical environment 	Examples during application and elaboration at interview
Experience	<ul style="list-style-type: none"> • Previous experience of substantial change management • Familiarity with project management approaches, tools and phases of the project lifecycle 		Examples required in application and elaboration required at interview.

	<ul style="list-style-type: none"> • Experience with large-scale organisational change efforts • Experience and knowledge of change management principles, methodologies and tools 		
<p>Knowledge</p>	<ul style="list-style-type: none"> • A solid understanding of how people go through a change and the change process • Experience and knowledge of change management principles, methodologies and tools • Exceptional communication skills, both written and verbal • Excellent active listening skills • Ability to clearly articulate messages to a variety of audiences • Ability to establish and maintain strong relationships • Ability to influence others and move toward a common vision or goal • Flexible and adaptable; able to work in ambiguous situations • Resilient and tenacious with a propensity to persevere • Forward looking with a holistic approach • Organized with a natural inclination for planning strategy and tactics • Problem solving and root cause identification skills • Able to work effectively at all levels in an organization • Must be a team player and able to work collaboratively with and through others • Acute business acumen and understanding of 		<p>Examples required in application and elaboration required at interview.</p>

	organisational issues and challenges		
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Compliance statement to expected organisational standards.

To comply with all Trust Policies and Procedure, with particular regard to

- Risk Management
- Health and Safety
- Confidentiality
- Data Quality
- Freedom of Information
- Equality Diversity and Inclusion
- Promoting Dignity at Work by raising concerns about bullying and harassment
- Information and Security Management and Information Governance
- Counter Fraud and Bribery

The Trust has designated the prevention and control of healthcare associated infection (HCAI) as a core patient safety issue. As part of the duty of care to patients, all staff are expected to:

Understand duty to adhere to policies and protocols applicable to infection prevention and control.

- Comply with key clinical care policies and protocols for prevention and control of infection at all time; this includes compliance with Trust policies for hand hygiene, standards (universal) infection precautions and safe handling and disposal of sharps.
- All staff should be aware of the Trust's Infection Control policies and other key clinical policies relevant to their work and how to access them.
- All staff will be expected to attend prevention and infection control training, teaching and updates (induction and mandatory teacher) as appropriate for their area of work, and be able to provide evidence of this at appraisal.
- To perform your duties to the highest standard with particular regard to effective and efficient use of resources, maintaining quality and contributing to improvements.
- Ensure you work towards the Knowledge and Skills Framework (KSF) requirements of this post. KSF is a competency framework that describes the knowledge and skills necessary for the post in order to deliver a quality service.
- Your behaviour will demonstrate the values and vision of the Trust by showing you care for others, that you act professionally as part of a team and that you will continually seek to innovate and improve. Our vision, values and behaviours have been designed to ensure that everyone is clear about expected behaviours and desired ways of working in addition to the professional and clinical requirements of their roles.
- Ensure you adhere to and work within local and national safeguarding children legislation and policies including the Children Act 1989 & 2004 , Working Together to Safeguard Children 2013, 4LSCB guidance and the IOW Safeguarding Policy.
- Ensure you adhere to and work within the local Multiagency safeguarding vulnerable adults policies and procedures
- Ensure that you comply with the Mental Capacity Act and its Code of Practice when working with adults who may be unable to make decisions for themselves,

- Ensure that you maintain personal and professional development to meet the changing demands of the job, participate in appropriate training activities and encourage and support staff development and training.
- Respect the confidentiality of all matters that they may learn relating to their employment and other members of staff. All staff are expected to respect conform to the requirements of the Data Protection Act 1998, including the responsibility to ensure that personal data is accurate and kept up to date
- If your employment is to a post that requires you to be registered with a professional body, the continuation of your employment is conditional upon you continuing to be registered with the appropriate professional body. The Trust will require evidence of current registration.
- Proactively, meaningfully and consistently demonstrate the Trust Values in your every day practice, decision making and interactions with patients and colleagues.
- Perform any other duties that may be required from time to time.
- Contribute to the IT Departments on-call rota and if required, maintain required skills, experience and resource levels allowing for hospital digital 24/7 services.

This job description may be altered, from time to time, to meet changing needs of the service, and will be reviewed in consultation with the post holder.